

ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY
INTERVIEW WITH
WILLIAM J. HAYES

BY - CHARLES W. CRAWFORD
TRANSCRIBER - BRENDA P. MEIER
ORAL HISTORY RESEARCH OFFICE
MEMPHIS STATE UNIVERSITY

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ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY

INTERVIEW WITH WILLIAM J. HAYES

DECEMBER 29, 1970

BY CHARLES W. CRAWFORD

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ORAL HISTORY RESEARCH OFFICE

MEMPHIS STATE UNIVERSITY



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PLACE Knoxville, TN
DATE December 29, 1970

✓ Mrs. William J. Hayes
(Interviewee)

Charles W. Crawford

(For the Mississippi Valley Archives
Of the John Willard Brister Library
of Memphis State University)



THIS IS THE ORAL HISTORY RESEARCH OFFICE OF MEMPHIS STATE UNIVERSITY.
THIS PROJECT IS "AN ORAL HISTORY OF THE TENNESSEE VALLEY AUTHORITY."
THE PLACE IS KNOXVILLE, TENNESSEE. THE DATE IS DECEMBER 29, 1970, AND
THE INTERVIEW IS WITH MR. WILLIAM J. HAYES, FORMERLY WITH THE TENNESSEE
VALLEY AUTHORITY. THE INTERVIEW IS BY DR. CHARLES W. CRAWFORD, DIRECTOR
OF THE MEMPHIS STATE UNIVERSITY ORAL HISTORY RESEARCH OFFICE, AND WAS
TRANSCRIBED BY MRS. BRENDA P. MEIER.

DR. CRAWFORD: Mr. Hayes I suggest we start with a summary of
your early life, (your background before joining
TVA), and from there we'll just get into your work with the Authority.

MR. HAYES: I'll pick it up here. My full name is William
James Hayes my birthdate, November 9, 1903.

Before coming to TVA I had had approximately eight years of technical
engineering experience, including the last job of about five and a half
years on the Cincinnati Railroad Terminal development. I graduated as
a civil engineer in 1934 from the University of Cincinnati. I came to
TVA in early-July, 1934, almost immediately after receiving my degree
at the University of Cincinnati.

My first assignment in TVA was in the General Manager's office under
John Blandford, and almost my first sub-assignment was to get out and try
to get a planning and cost fix on the town of Norris. This is quite in-
teresting in that apparently this had been going on and nobody had any
idea what the TVA was committed to, where it ended and where it began.
This probably involved a period of a month and a half, more or less, and



we ended up with a fairly tight schedule of commitments as a basis for decisions as to how far the agency was willing to go on its investment in the town.

Curiously enough, nearly the last assignment that I performed in TVA had to do with the town of Norris. To sketch it in the broad, I came to TVA in 1934; I was in the General Manager's office continuously, including reentry into the General Manager's office surrounding a period of military service in 1942 to '45. And shortly after I came back to TVA in about 1947 or '48 I transferred out of the manager's office into the Division of Regional Studies with Howard Menhenick. And to get to my point of Norris being the first and virtually the final assignment in working for TVA, Howard Menhenick and I got the job of dressing the town of Norris up for its disposition and seeing it through the disposition. This was an interesting sort of thing in that we had to pre-plan it pretty carefully; we had to carry the residents along with us since it was a company town--more or less a dormitory of TVA's Knoxville offices. We had to prepare ourselves for the possibilities of selling it piece by piece, or hopefully selling it as an entity, and fortunately we were successful in selling the town as an entity and we got through the whole thing without bloodshed or without anybody getting mad and leaving the TVA as a result of the investment.

DR. CRAWFORD: What year was that assignment, Mr. Hayes?

MR HAYES: I'd have to look at the records to remember the precise time but we were working on that...Let's



see, Menhenick left TVA about six or seven months before I did in '52. I left in March of '52 and we had finished it up, I guess, the better part of a year before I left, so we were working on it the better part of the year, so it must have been two and a half years, I guess, before I left that we started. This is just the best that I can recall. They'll have a chronology on it; you can fix the dates.

DR. CRAWFORD: Yes. What was your first work with the town of Norris? I believe when you went to work in the General Manager's office, you had your first assignment there.

MR. HAYES: Well, to look back, my assignment in the manager's office, of course, was general. In the earliest days we had the activity areas pretty much divided; planning, engineering, administrative were the principal areas. We had Clarence Fairrer as the Planning Coordinator, I was assigned to engineering, and we had Felix Reynolds in the real early days as Administrative Coordinator, so that the work there was pretty much across the board in all of the activities in the general engineering field. And then we made the transition from the commission-type of administration to a truly general manager-type thing, because in the early days the General Manager was called a Coordinator and the agency, as you no doubt found out from your earlier interviews, operated pretty much as a commission, divided among the three directors. To tie the things together, the early form of organization had an office coordinator and it was to this that I was assigned in the engineering area. In successive reorganizations my assignment was Assistant to the General Manager, and working pretty much across the board because the number of



major assistants in the office varied from time to time and usually I was the senior assistant to the General Manager.

DR. CRAWFORD: Let's see. At the time you came, in the summer of '34 I believe, Mr. Blandford was titled Coordinator, wasn't he?

MR. HAYES: He was titled Coordinator, and with the reorganization into a general manager form of set-up...

DR. CRAWFORD: Do you remember when that reorganization was made?

MR. HAYES: I don't remember precisely now.

DR. CRAWFORD: Did it significantly affect his duties or was that just a change of title more than anything?

MR. HAYES: It affected his duties in the sense that, as a part of the reorganization, there was general agreement on areas of responsibility and really an organization structure.

It was pretty loose before that and things drifted back and forth. And two directors might agree on doing something that affected their particular areas and other people might not find out about it for some time. It was really a pretty loose type of organization, and of course, with the reorganization into a specific general manager-type of thing and a departmentalization of the various functions of the agency, why it began to be formalized a little more. One of the early assignments that I had, which carried through pretty much all of my work in the General Manager's office, was to act for the General Manager pretty much in his capacity as Secretary to the Board. In other words, I usually handled all of the Board action



items as just one of my areas of responsibility, which meant, of course, receiving the stuff, coordinating it to see that it was ready for action and so on, and informing the Board in advance and then being prepared to present the thing as might be necessary.

DR. CRAWFORD: Did you prepare agenda for the Board meetings?

MR. HAYES: Yes, we prepared rather carefully structured agendas, and as a matter of fact this was one thing that had been pretty loose and pretty catch as catch can before I came here. This was one of my early assignments--to really organize the Board's work from the viewpoint of the Coordinator--and later, of course this was carried on into the General Manager's structure. But it had been sort of a neglected area and the looseness that pervaded the organization carried into that as well. I guess I worked probably three months to really clean out the backlog agenda and get stuff on a current basis.

DR. CRAWFORD: Well, you had three very powerful people, very able people, directing things in their own way, I believe, before that time.

MR. HAYES: Oh, yes. Well everybody was an individualist. I mean of the three directors, they were all individualists and then throughout my period of time in the manager's office my job was really one of taking the day-to-day problems as they came and helping to resolve them. In effect Blandford and his successors more or less shared the work, and it was not on a completely formalized basis but on a kind of direction of effort. I mean a general direction of effort,



and on more or less continual adjustments, you see, depending on what our current problems were.

DR. CRAWFORD: Did you do the same type of work over a long period of time or did you do different tasks as needed by Mr. Blandford in this time?

MR. HAYES: Well, the thing was more or less a continuing backlog of work. In other words, the Board function was one thing that had to go on continuously. I was responsible for some of the reporting things in the early days. I had staff for doing that, of course. I had staff for processing the Board agenda, but not a large staff--just a very, very few people. We always tried to keep the coordinator's office, and subsequently the manager's office proper and fairly small, so that you might say that the characters of the assignments were such that one had a backlog of continuing assignments and then was peppered with a number of special assignments as things came up. One example of that would be the TVA setup for handling, I believe it was Section 22--the one that has to do with its regulatory authority. I don't believe it's Section 22; I think Section 22 is recreation. My memory slips on it. The only statutory regulatory authority that TVA had. . . I remember I got a special assignment (working with the staff because the legal department had a considerable interest in it and other departments, and the engineers, of course) to come up with a procedure for handling the stuff internally. And there were numerous things--I mean we had numerous committees like Evaluation Committees and that sort of thing. I worked on some of those in the early



days. I guess I was in the middle of nearly everything that came up in the first several years of TVA's life.

DR. CRAWFORD: Were you able to keep up with the Board agenda?

Did you have to carry much forward from one meeting to the next?

MR. HAYES: When I took on that assignment initially there were two or three large file drawers full of stuff that was really stuff that had been passed over. It really hadn't been thought out, hadn't been coordinated sufficiently for really the staff or the coordinator and/or later manager to. . . Well, this all happened in the days of the coordinators. The chaotic state did not carry into a managership as such, but there was considerable backlog and they just hadn't been staffed really. This is no criticism of Jack Blandford because it was just a matter of really getting set up to do it. And it took quite a long time to whittle the stuff out and really pass it back to the staff, in effect, and decide that we would either drop it--we wouldn't pursue it; that it wasn't a good idea in the first place--or to give it direction and get it on its feet and get it in the form that we could act on. So instead of aimless, unstructured Board meetings as we had so many of in the early days, where each director in effect would bring his own vest pocket agenda to the Board and they would compete with each other, you know, for the time available and so on, because the procedure had been anything that anybody threw at the coordinator went on the agenda, you see. And so this really was the first area that we got some ground rules on. It was a modus operandi for handling the Board's business, and it was the forerunner. We went right



ahead and organized that on a permanent basis, and they are probably still using pretty much the same procedures.

DR. CRAWFORD: I believe so.

MR. HAYES: They were for several years, I know. I would come back, and they were several years later.

DR. CRAWFORD: Did your work change particularly when the change was made from Coordinator to General Manager?

MR. HAYES: It did in that we dropped a number of the so-called coordinators we had. The number of principal staff members diminished because for considerable time there I was really the only principal assistant to the General Manager. Then, I guess, as time went on we built up to two or three at the most because many of the things that had to be done on an ad hoc basis in the manager's office or in the coordinator's office could be more or less formally delegated in the departmentalization. And we set up some pretty simple ground rules too on what they did with things.

DR. CRAWFORD: Did you keep in close contact with all the departments in TVA?

MR. HAYES: Yes, I guess I kept in closer touch through the years with the engineering groups than perhaps the others, although. . . No, I guess not. I guess really it was pretty much across the board after we really got pretty well shaken down and organized because part of my duties were, of course, to shove stuff back on the departments--to let them do their homework rather than doing it for them or leading them by the hand too much. This is really a training job that we



had to go through there. We had to go through quite a training phase on that, you see.

DR. CRAWFORD: You tried to assure that things would not come before the Board until they were well prepared?

MR. HAYES: Well, we just didn't let them come. I mean this was really our responsibility; it was the General Manager's responsibility and I served most of the time as the person really who actually handled it.

DR. CRAWFORD: Had you known Mr. Blandford before you came to TVA?

MR. HAYES: No, I didn't know him before.

DR. CRAWFORD: I believe he had been in city management in Cincinnati.

MR. HAYES: He had been in Cincinnati. Both of us had been in Cincinnati, but I didn't know him there.

DR. CRAWFORD: How were you selected to start in this work?

MR. HAYES: Well, I just decided that TVA looked like a good, interesting possibility, so I came down and scouted it. I talked to the personnel people and I talked to Blandford and various other people, so they decided to hire me.

DR. CRAWFORD: What information did you have about TVA then? How had you learned about it?

MR. HAYES: Let's see. It was known among engineers pretty well that this was something that was opening up because there weren't too many things opening up at that time.



DR. CRAWFORD: TVA was certainly a large engineering job at that time.

MR. HAYES: That's right, and I came down here primarily with the idea that I might go on the technical end of it. I ended up going in the management end, and of course, heavily oriented to the technical end in the early days, you see.

DR. CRAWFORD: Why did you make that change? Why did you get into administration rather than engineering itself?

MR. HAYES: Well, it was rather interesting and I felt that I had some talent in that direction.

DR. CRAWFORD: What impressions did you get when you first came to Knoxville to look over TVA?

MR. HAYES: Well, it wasn't a very highly organized operation, that's for sure. Of course, I did meet Blandford on my first visit here because he was looking for somebody to serve as co-ordinator on the engineering side and he talked to me about it, and actually he decided he wanted me for it, see? So this is really the way it worked out.

DR. CRAWFORD: What did you think of the town of Norris when you first undertook that job?

MR. HAYES: Well, it was a construction camp. That's really what it was, with part of the housing finished and ready for occupancy. And they tried to do two or three things at one time there, you see. They built a minimum construction camp in terms of low-



grade or low-cost facilities, and then they built some intermediate and some higher-grade single-unit or separate houses at the same time, with the idea of making it a more or less permanent community.

DR. CRAWFORD: Was that planning already under way before you started?

MR. HAYES: It was well advanced. Yes, as a matter of fact it was so well advanced that really what I worked out was a controlled study on the thing to determine what we were committed on --physically committed on, you see--not just financially committed, but physically committed because we could always tailor a financial commitment and cut back on it but we more or less froze the thing at the point of commitment that we had made, and we only authorized a very little bit more in addition to that, just to balance the development.

DR. CRAWFORD: Were you looking forward to the time that Norris would be completed and most of TVA's efforts would be somewhere else?

MR. HAYES: Well, at that time I was simply looking at getting control of it, you see, which we quickly did and we simply decided that the town had gone far enough because we weren't going to build it. We weren't going to build excess capacity on speculation because there was no point in providing subsidized housing to people at large, you see, and that was exactly what we were doing.

DR. CRAWFORD: I believe there had been a good deal of speculation at first as to just exactly what the purpose of Norris should be.



MR. HAYES: Well, if you have talked to Earl Draper he no doubt filled you in at some length on that, let's see, there were several others. I guess Tracy Augur--you must have talked to him, haven't you?

DR. CRAWFORD: Let's see. No, I talked to Earl Draper at Vero Beach, Florida, but when I was in Washington and hoped to see Tracy Augur he was too ill to be interviewed. That was last October perhaps.

MR. HAYES: Oh, he was?

DR. CRAWFORD: I hope to make contact later.

MR. HAYES: Let's see. Carroll Towne--I can't remember whether he was here during all the planning. I sort of think he was.

DR. CRAWFORD: I believe so because I have talked with him over at Venice, Florida.

MR. HAYES: And there was another man by the name of Henry Grangent. Did you run on to him or hear of him?

DR. CRAWFORD: No, sir. I believe the name is not on the list. What is the name?

MR. HAYES: Henry Grangent--G-r-a-n-g-e-n-t, I believe, and then there was another one by the name of Clare Killian. Killian was our labor man. I guess he has since died, and Clare got mixed up in the housing to a limited extent, but Louis Grangent was one . . . I guess Louis was basically an architect, and he had a lot to do



with the planning of the town--he and Earl Draper--and then Menhenick, of course, had something to do with it as well.

DR. CRAWFORD: Yes, now we had a meeting in Atlanta last summer, or outside of Atlanta where his office is now.

When you did this work for the General Manager, (I know you left for service with the military in World War II) did your duties change particularly during the time before you left? Did you continue to work with the General Manager's office?

MR. HAYES: Yes, up until the time I left. Yes, and then I came back into the General Manager's office after I returned. I stayed in there for a few years after I returned and then I transferred to the other department.

DR. CRAWFORD: Let's see, who was General Manager when you returned after the war?

MR. HAYES: I think Gordon Clapp was. I'm pretty sure Gordon Clapp was because Dave Lilienthal was still on the Board and . . .

DR. CRAWFORD: Yes, up until the time that he left.

MR. HAYES: Yes, because we had Jim Pope and Harcourt Morgan and Dave Lilienthal, and Dave left after that and went to the Atomic Energy Commission.

DR. CRAWFORD: And Gordon Clapp moved up then?

MR. HAYES: Yes, he moved up. I guess he moved up immediately when Blandford left. Blandford had left, you see,



quite a while before the war started and Clapp had succeeded him on his departure.

DR. CRAWFORD: Did you live in Knoxville at that time?

MR. HAYES: I lived in Knoxville up until I went into the army and when I came back I didn't own any housing here so I had to scramble for housing, and I lived at Alcoa when I came back. It's the only place I could find a house.

DR. CRAWFORD: You were in the opposite direction from Norris, then?

MR. HAYES: That's right. Somehow or other, I never wanted to live in a company town.

DR. CRAWFORD: And that's essentially what Norris was although many of the people there found it very pleasant, I believe.

MR. HAYES: That's right, it was pleasant, but you know you get a certain atmosphere in a company town that I didn't particularly want. There were a lot of advantages though, and the people who lived there really liked it.

DR. CRAWFORD: It's one of the more unusual towns in Tennessee, I believe. Well, in the time (and I know it's almost time for you to leave, Mr. Hayes) but in the time until you left for the war, did the efficiency of the General Manager's office generally increase during that time?

MR. HAYES: I think it increased progressively because it's one



of those things that the Board had to be educated to, you see, and for a long time we were running kind of a school there to keep reminding everybody of the ground rules, and it took a little doing.

DR. CRAWFORD: You had a lot of well-trained, professional people working in TVA. Of course, many of them had widely varying backgrounds and I'm sure they had their own ideas of how things should have been done.

MR. HAYES: Yes, we had a lot of prima donnas and it was possible at the time TVA was organized for the agency to pretty nearly take the pick of any personnel that they wanted available country-wide, you see, because there was a bit of a depression on at that time.

DR. CRAWFORD: Yes, indeed, in '33, '34 and some years thereafter I know you were able to.

MR. HAYES: And I know I finished up my school work there because I did a lot of it in night school at the University of Cincinnati, and I know I was out of a job for several months there after finishing up the terminal job. That carried me through most of the severe part of the depression, and then I got a job as a sales engineer with a Dayton, Ohio concern, and I was commuting. . . Well, I guess I finally moved up to Dayton and this was a little bit out of my technical field although it was interesting. I probably would have made a lot more money if I had stayed with it. I probably would have been able to retire ten or fifteen years earlier.



DR. CRAWFORD: Yes, I know the difference.

MR. HAYES: But nevertheless, I really preferred the course that I chose, and so I left that to come to TVA when they offered me a job. Shortly after I had gotten down here I had another job offer from the Corps of Engineers on the . . . I guess it was the Miami Conservancy District.

DR. CRAWFORD: I expect it really was in engineering.

MR. HAYES: It really was. It was from a technical viewpoint and we were really doing many things that . . .

We were charting new areas in management too, you see, in those early days and we were charting new areas in labor relationships too, as you may have stumbled on to in some of your talks. You've talked to Floyd Reeves, I guess.

DR. CRAWFORD: Yes, and I've talked to Ted Schultz about some of the work along the way.

MR. HAYES: Too bad that . . . I guess Gordon passed on before you started this project?

DR. CRAWFORD: Yes, sir. I may talk to his widow, Mary Clapp, but I'm not sure whether it would be worthwhile or not.

MR. HAYES: Well, it would be worthwhile. It would give you some angles on it. Mary is very bright but she never really had a technical interest in Gordon's work. But there was an awful lot to Gordon, and it's too bad we didn't capture it. Of course, he



captured a lot of the things in his book--viewpoints that he felt he wanted to express and then we worked together on some other things afterwards, after we had both left TVA.

One of the things that maybe I ought to mention while we're at it here--an interesting little period that we went through there was when the agency was investigated.

DR. CRAWFORD: About '37, I believe.

MR. HAYES: Yes, and I guess this was after we were reorganized into a general manager setup, and I was serving as Blandford's principal assistant there. I can't remember who else we had in the manager's office. I don't remember any other senior staff at the time. And what we did to get prepared for the investigation was that Blandford took over the job of working with each staff group to outline the coverage that we wanted them to be prepared for, and then to actually prepare for that, and then coach them in the process. This took a period of maybe five or six months and I had to run the agency almost single-handed during that time. Blandford--I never saw him hardly from one week to another, you see, but this was one of the most hectic times I think that we went through.

DR. CRAWFORD: Did you feel that had a good effect on TVA?

MR. HAYES: I think that did more to shake the final looseness out of TVA. I think it did more to pull it together and to give it a singleness of purpose than anything that could have possibly happened. I think really the investigation did TVA the greatest service that anyone could possibly have dreamed up. Instead of destroying it, as



some of the people had in mind in setting about to investigate it, it had just the opposite effect.

DR. CRAWFORD: Then you have the feeling that it did strengthen it?

MR. HAYES: I think we came out of it much, much stronger with a sense of purpose that we knew where we had been and we knew where we were going and we knew a lot more about our failures along the way than we ever had taken time out to find out.

DR. CRAWFORD: Why had this sort of thing never been done before?

Had there simply not been sufficient pressure? Had there not been time to?

MR. HAYES: Well, in the day-to-day business, you know, the pressures are terrific, and we were running under a full head of steam then and usually were short on staff. I mean you never can always keep yourself completely staffed up in the way you want to, and just the day-to-day process. . . Now we were running a really dynamic program; things were changing fast and it was a full-time job. I mean it was more than a full-time job just to keep up with the things you had to do, you see. And so you don't, unless you're threatened with some dire consequences, why you don't take time out deliberately like that to do an assessment job of several months duration. You do it to defend your life, you see, and that's what we were doing.

DR. CRAWFORD: Yes. Were any surprises turned up in this assessment of TVA--preparation for the investigation?

MR. HAYES: Well, we, of course, turned up a lot of things that



we identified as sensitive areas, and we wanted to be prepared for the worse if they stumbled on to it. Of course, the ground rule in an investigation like that is that you don't really bare your butt and ask for it to be spanked, you know. But this, I think, was one of the greatest advantages of it--that it brought deliberation directed on identified areas of sensitivity and vulnerability, as a matter of fact, and no agency can go that long under the conditions that this one did without developing some areas and some situations where it was vulnerable.

DR. CRAWFORD: Do you remember any particularly vulnerable areas at that time?

MR. HAYES: Not particularly. The main things would be the kind of things that we have been criticized for, you see, because in an investigation they like to take those and blow them up and make a lot of charges without giving you a chance to answer them. (Laughter) This is usually the thing, and TVA in its early days did a lot of things purely because of lack of bureaucratic experience.

DR. CRAWFORD: Well, you started with a wholly new organization.

MR. HAYES: Well, yes, and these people hadn't had any real bureaucratic experience. And you know, to protect yourself in a federal establishment, why you've got to develop an awareness of the pitfalls, and not a one of the Board members had that, you see. Certainly Blandford didn't have it. I don't think anybody else associated with him had it. Felix Reynolds came nearer to having it because I think he had been a bureaucrat before coming with TVA, and it's just one of those things, you see. I mean if it had been something that



had been hatched up in Washington, why it would probably have been loaded with bureaucrats that would have known their way around.

DR. CRAWFORD: Of course, that was one of the strengths of TVA, wasn't it--that you had people who were not tied in bureaucratic business?

MR. HAYES: That's right, and then particularly Lilienthal and Arthur Morgan tended to be wheelers and dealers, you see. One of the things that they did--they got out and bought themselves three of the biggest automobiles that Buick made at the time and then, of course, the Controller General immediately took exception to that and threatened to make them pay for them out of their own pockets, and that sort of thing. They had a long, long hassle and our lawyers argued with the Controller General that TVA was exempt from a lot of the kind of restrictions that hampered the bureaucracy generally in Washington and throughout the federal establishment. But of course, the Controller General made that, and many, many other exceptions that he took stick. Those are the kinds of things that investigations are made out of.

I guess this was after that, but there were a few humorous incidents, too, that came along the line. I guess one of the most humorous ones that came up was in connection with one of our appropriation hearings. There was an item in there for some hydraulic jacks in connection with one of the construction projects. I don't remember precisely now, in time, what it was that we needed such heavy jacks to jack up, but nevertheless there was an item in the budget. And some of the anti-TVA congressmen picked it



up, you know, and coupled that with some foolish things that Arthur Morgan had done in the early days. He was trying to improve the breed of jackasses in the Tennessee Valley, and so there was a big whiffle that went through, you know, and they thought "now we've got these guys by the short hairs" and so a big story hit the press that TVA was proposing to spend a lot of money for some ball bearing jacks, you know. So it turned out that the jacks were mechanical instead of animated, and there was quite a laugh over that.

DR. CRAWFORD: I know your time is over--and more--and I appreciate your taking this. May I ask a couple of questions before letting you get away, and I'll make them very brief, Mr. Hayes?

When you returned from your wartime duty did you notice any particular changes in management techniques, in level efficiency, for example, in the management of TVA?

MR. HAYES: I would say that it was running along pretty much as it had before, but at a slower tempo because the pressures and the volume of development programs, particularly construction programs. . . A volume of construction is a thing that varied up and down very considerably over the years and, of course, at the time I returned, why the tempo of all that had slowed so that there was considerably less pressure.

And there was a bit of an effort to take stock of things and to really reach for some kind of a post-war role for TVA that would be a substitute



for the earlier glamour pressures. As an aging agency, there's always the question of what is the terminal point on some of these activities. And I know this is one of the first questions I asked when I got back from the war, and it was damn near heresy. I got Harcourt down--and we used to have lunch at least once a week--so I got him down one day and I showed him a little diagram I had made where all the principal programs were set out here and on all of them that I could reasonably do so, I put a terminal date. I think about the only thing that came out of that that didn't have a terminal date was a project that we were talking in terms of 25, 30, 40 years, you see, and this was considered almost heresy in those days.

There is still a lot of that that still prevails in TVA--a kind of "hold-on" to the concept that it's a permanent agency, that it has a permanent job to do in terms of developing a region. Well, you run out of those things. I mean with the kind of an intermediate agency that it is you run out of those things that you can legitimately do, you see, and if you don't watch yourself, why you'll get into some awkward situations and really some leaf raking. And this was one reason that I wanted to move on. I mean I felt that really I had contributed about all I could to TVA in a live, dynamic way by that time and I found myself . . . Actually I started thinking about moving on within six months or a year after I came back from the service because I did a retake on it, you see. I had been away long enough and could do a retake on it, and so I really started looking then for something that would give me the same lift and the same feeling of a dynamic situation one could get into that TVA had done for me in the first



fifteen years of its existence. And so I did it as soon as I found what I was looking for.

DR. CRAWFORD: I believe several people had that feeling.

What did you go to when you left TVA?

MR. HAYES: I went into foreign development work. I went with what was called then the TCA, and I served about two and a half years, I guess. This was an arm of the state department then--the Technical Cooperation Administration. Actually they had two of them at the time. They had the independent agency and they had the one that was started at Truman's Point Four, if you remember, and it was the latter that I went into, which was an arm of the state department. I spent the better part of a half year, I guess, in Washington in preparation and then I went out to run the program in the field in Afghanistan for a little over two years. And then I left the agency after I went down to Colombia, and I was down there a little over two years helping them get the Cauca Valley thing going. I served as a general consultant there--I mean both technical and general development consultant to that agency there, and then I went back in the government and I went into what was called at that time the FOA, I believe--Foreign Operations Administration--I guess it was called. It went through successive names, but it was the same agency. I stayed with the same agency from there until I retired.

DR. CRAWFORD: If I may ask one other question about TVA:

Who in your opinion, were the most successful administrators in the Authority and why?



MR. HAYES:

Well, I think Blandford was one of the most successful administrators because he brought a flair to it and he had an understanding of the administrative process. And he elicited a great deal of cooperation and he elicited initiative on the part of the staff generally, I think. I think Blandford did more to elicit initiative among the staff than anybody else had, and Clapp was good and a very sound man.

Clapp had greater intellectual capabilities in many ways than Jack Blandford had, but he was colorless with it, you see, and he didn't have the people-to-people feel that Blandford did. People admired Clapp because he was sound and steady and that sort of thing and, of course, he went on to be the Chairman of the Board among other things, but he never had a very colorful flair, you see.

Lilienthal had a considerable flair and actually Lilienthal was purposely provocative and he was always looking for something to get into a public argument about in order to draw attention to himself and to the agency. He felt that any kind of controversy that brought attention to the agency and to himself was desirable from his viewpoint. The other members of the Board that we had in my days were much more retiring and much less flamboyant than Lilienthal. But a lot of it was pretty much opposed with Lilienthal. You got pretty well acquainted with him and you may have noticed, but on the other hand why he certainly did a great deal to put TVA on the map.

DR. CRAWFORD:

Thank you very much, Mr. Hayes.









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